

Ser.

CPZ  
2

# *The* **Management REVIEW**

## **INDEX TO VOLUME XXXIV**

*January through December, 1945*

[ 474940

5 1 47

S  
14

**AMERICAN MANAGEMENT ASSOCIATION**  
**330 WEST 42nd STREET, NEW YORK 18, N. Y.**

## **A**

### **ABSENTEEISM**

(See also Health Programs)

Absentee Sickness Rate Soars, Mar., p. 97  
Germ-Killing Lamps Cut Absenteeism, May, p. 173

### **ACCIDENT PREVENTION**

(See Safety)

### **ACCIDENT STATISTICS**

Industrial Accident Toll, Mar., p. 116

### **ACCOUNTING**

Dollars in Past-Due Accounts, Mar., p. 108  
Do Your Accounts Require Monthly Statements? Nov., p. 424  
Eliminating Monthly Statements, Aug., p. 302  
Is Cash Discount on the Way Out? Aug., p. 312  
Present-Day Factors in the Annual Report, Aug., p. 313  
A Streamlined Billing Procedure, Oct., p. 375

### **ADVERTISING**

Consumer Attitudes Toward Current Advertising, Feb., p. 70  
Merchandising Via the Reception Room, Mar., p. 105  
Preprinted Invoices, Mar., p. 83  
Top Management Looks at Latin American Advertising, Feb., p. 58

### **ANNUAL WAGES**

(See Guaranteed Annual Wages, Employment Stabilization)

### **ARBITRATION**

Arbitration Provisions in Union Agreements, Jan., p. 13

### **ATTITUDE SURVEYS**

Industry's Public Relations Job, July, p. 245

### **AUDITING**

Case History of 27 Government Audits, Feb., p. 62

## **B**

### **BONUS PLANS**

Bonus for Veterans, June, p. 238  
Sales Compensation Plan Equalizes Territory Variations, May, p. 191

### **BUDGETING**

Determining the Technical Research Budget, Nov., p. 448

## **BUSINESS AND GOVERNMENT**

Competitive Enterprise vs. Planned Economy, May, p. 160  
Economic Aspects of the Public Debt, Sept., p. 354  
Governmental Policies and Personnel Management, May, p. 178  
Know Your Congressman, Aug., p. 288

### **BUSINESS CONDITIONS**

(See also Economic Conditions)

An Economic Basis for Postwar Planning, Mar., p. 74  
Need We Repeat 1920's Spree? Jan., p. 2  
Seven Surprises in Our Economic Picture, Dec., p. 464  
War, Cash and Corporations, May, p. 195

### **BUSINESS FORECASTING**

How Can Business Analyze Its Markets? April, p. 146  
Will V-E Day Bring Big Drop in Income? April, p. 120

### **BUSINESS MORTALITY**

How Many Businesses Are There? Sept., p. 324

## **C**

### **CAPITAL EXPENDITURES**

Wartime Construction and Plant Expansion, Jan., p. 20

### **CAR SHARING**

Ideas to Help You Solve Car-Sharing Problems, June, p. 224

### **COLLECTIVE BARGAINING**

(See also Union Contracts, etc.)

Extent of Collective Bargaining and Union Status, May, p. 171

### **COLOR**

Better Office Lighting, June, p. 218  
Planned Color for Plant Savings, Oct., p. 390  
Taking Your Desk Out of Doors, Feb., p. 45  
The Value of Color in Packaging, Sept., p. 350

### **COMMERCE**

(See Foreign Trade)

### **COMMUNICATIONS**

Facsimile's Future, July, p. 255

### **COMPENSATION**

(See Dismissal Compensation, Executive Compensation, Salesmen's Allowances, Salesmen's Compensation, Supervisory Compensation)

## CONSERVATION

(See Tool Conservation, Waste Control)

## CONSUMER COOPERATION

(See Cooperative Movement)

## CONSUMER RESEARCH

Will That New Product Click? Aug., p. 310

## CONTAINERS

(See also Packing)

The Coming Battle of the Packages, Feb., p. 60

Glass vs. Tin Containers, July, p. 269

## CONTRACTS, GOVERNMENT

(See Government Contracts)

## CONTRACT TERMINATION

Advance Planning for Termination, Jan., p. 32

Case History of 27 Government Audits, Feb., p. 62

T-Day Strategy, July, p. 265

## CONTRIBUTIONS

Buck-of-the-Month Club Solves Contributions Problem, Mar., p. 93

## COOPERATIVE MOVEMENT

Activities of Credit Unions in 1943, Mar., p. 93

Co-op Progress, Jan., p. 27

Insurance Co-ops, Jan., p. 37

## CORPORATE EARNINGS

Financial Performance of Large Corporations, Oct., p. 400

War, Cash and Corporations, May, p. 195

## COST CONTROL

Back to Distribution Costs, Sept., p. 347

Where to Trim Those War-Swollen Costs, Nov., p. 420

## COST REDUCTION

(See also Office Economy)

Cutting Plant Housekeeping Costs, Sept., p. 338

Good Maintenance Is Practical Today, July, p. 262

Reconversion Time Is Cost-Cutting Time, April, p. 122

## CREDIT MANAGEMENT

Dollars in Past-Due Accounts, Mar., p. 108

New Capital for Your Business, June, p. 231

Relation of Insurance to Credit, June, p. 233

## CREDIT UNIONS

Activities of Credit Unions in 1943, Mar., p. 93

## D

## DISCRIMINATION

(See Negro Workers)

## DISMISSAL COMPENSATION

Severance Pay in Union Agreements, Feb., p. 47

## DISTRIBUTION

(See Marketing)

## DIVERSIFICATION IN INDUSTRY

Is Diversification a Postwar Panacea? Jan., p. 28

## DRAFTING

Measuring Drafting Output, Jan., p. 18

## E

## ECONOMIC CONDITIONS

(See also Business Conditions)

Competitive Enterprise vs. Planned Economy, May, p. 160

Economic Aspects of the Public Debt, Sept., p. 354

Financing Postwar Production, July, p. 270

## EMPLOYEE BENEFITS

(See also Bonus Plans, Incentives, Pension Plans)

Downgrading Agreement in Aircraft Industry, Sept., p. 334

Employee Plan Pays Doctor Bills and Hospital Costs, Oct., p. 387

An Employee Retirement Income Plan, July, p. 280

A "Five-Year" Profit-Sharing Plan, Oct., p. 382

Group Insurance Survey, Jan., p. 34

Health Benefits Under Collective Bargaining, Dec., p. 495

Highlights in the Group Insurance Field, Sept., p. 358

IBM's Benefits to Veterans, July, p. 261

Trends in Vacation Policies, June, p. 222

Vacation Policy in Selected Industries, Mar., p. 89

## EMPLOYEE COLLECTIONS

Buck-of-the-Month Club Solves Contributions Problem, Mar., p. 93

## EMPLOYEE HEALTH

(See also Health Programs)

An Effective Safety Campaign, May, p. 187

Germ-Killing Lamps Cut Absenteeism, May, p. 173

Half War Workers Need Eye Glasses, Says WPB, Feb., p. 70

Health Benefits Under Collective Bargaining, Dec., p. 495

Industry Fights VD, Sept., p. 331

Should Epileptics Be Employed? Oct., p. 386  
Workers' Club Provides for Quick Transfusions, Sept., p. 337

#### **EMPLOYEE MORALE**

(See Morale)

#### **EMPLOYEE NUTRITION**

(See Industrial Restaurants)

#### **EMPLOYEE PUBLICATIONS**

(See Manuals)

#### **EMPLOYEE RELATIONS**

(See Industrial Relations, etc.)

#### **EMPLOYEE SERVICES**

(See also Health Programs, Industrial Restaurants)

Company Stores, July, p. 286  
Legal Advice to Employees, Aug., p. 302  
Pay Check Service Provided for Workers, Oct., p. 379  
Personal Mailroom Boosts Worker Morale, April, p. 158  
Providing Services to Keep People on the Job, May, p. 172

#### **EMPLOYMENT**

Federal Opportunities in Administration and Management, April, p. 139  
Finding Postwar Jobs for War Workers, Oct., p. 384  
Job Hunters Aided, Oct., p. 392  
Postwar Prospects for Women Workers, Mar., p. 84  
Women at Work, Oct., p. 380

#### **EMPLOYMENT POLICIES**

(See also Negro Workers, Selection Procedures)

Should Epileptics Be Employed? Oct., p. 386

#### **EMPLOYMENT STABILIZATION**

(See also Guaranteed Annual Wages)

A Company Plan for Year-Round Jobs, Dec., p. 484  
How to Work Toward Stabilization, Oct., p. 392

#### **EMPLOYMENT STATISTICS**

Industrial Concentration of Employment, Oct., p. 387  
Postwar Prospects for Women Workers, Mar., p. 84  
Teen-Age Youth in the Wartime Labor Force, Mar., p. 92  
Trend of Child Labor: 1940-44, May, p. 173  
Women at Work, Oct., p. 380

#### **EXECUTIVE COMPENSATION**

Relation of Executive Compensation to Sales, Feb., p. 70

Salaries in Purchasing and Traffic Departments, July, p. 260  
Some Aspects of Corporate Management, Aug., p. 290

#### **EXECUTIVES**

But Who Is to Lead the Leader? Oct., p. 368  
Techniques of Executive Planning, April, p. 153  
Three Men to Rotate as Company President, May, p. 163

#### **EXIT INTERVIEWS**

Boomerang, Feb., p. 69

#### **EXPORTS**

(See Foreign Trade)

### **F**

#### **FACTORY MANAGEMENT**

(See Plant Management)

#### **FARM LABOR**

Mechanized Farming, July, p. 248

#### **FILING**

Office Centralization for Greater Efficiency, July, p. 252  
Saving File Space, May, p. 166  
Transferring of Records, April, p. 127

#### **FINANCIAL MANAGEMENT**

(See also Accounting, Budgeting, Government Contracts, Renegotiation, Salaries, Taxes, etc.)

The Controller's Interest in Insurance Protection, Oct., p. 403  
Financial Performance of Large Corporations, Oct., p. 400  
Financing Postwar Production, July, p. 270  
Increasing the Controller's Usefulness to Top Management, Sept., p. 352  
New Capital for Your Business, June, p. 231

#### **FINANCIAL STATEMENTS**

Consider the Reader of Your Annual Report! Oct., p. 399  
Industry's Mouthpiece, Mar., p. 109  
New Era in Stockholder Relations, Oct., p. 371  
Present-Day Factors in the Annual Report, Aug., p. 313  
War, Cash and Corporations, May, p. 195  
What Investors Want in Annual Reports, Dec., p. 491

#### **FIRE PREVENTION**

(See Plant Protection)

## FOREIGN TRADE

- Doing Business with Russia, Dec., p. 499  
Facts and Fallacies of Foreign Trade, Nov., p. 417  
Organization for Export, Jan., p. 25  
The Russian Market—Or Is It? Feb., p. 42  
Top Management Looks at Latin American Advertising, Feb., p. 58  
What to Do Now About Foreign Trade, July, p. 247

## FOREMEN

(See also Supervisors)

- A Foreman's Creed, Mar., p. 90  
The Foreman and Time Study, April, p. 144  
Foremen-Stockholder Meetings, Dec., p. 494  
An Incentive Plan for Foremen, Nov., p. 429  
Time Study and the Foreman, Feb., p. 51

## FORMS

- Case Histories in Office Savings, Jan., p. 9  
Forms Control Program Pays, May, p. 167  
Preprinted Invoices, Mar., p. 83

## FRAUD CONTROL

- Controls Against the Dishonest Employee, July, p. 273

## G

### GOVERNMENT CONTRACTS

(See Contract Termination, Renegotiation)

### GOVERNMENT CONTROLS

(See also Business and Government)

- Governmental Policies and Personnel Management, May, p. 178  
Governmental Regulation of Insurance, May, p. 199

### GOVERNMENT DEBT

- Economic Aspects of the Public Debt, Sept., p. 354

### GRIEVANCE PROCEDURE

- Handling Shop Grievances, Nov., p. 432

### GUARANTEED ANNUAL WAGES

- Can Industry Guarantee an Annual Wage? Sept., p. 320  
Employment and Wage Guarantees in Union Agreements, Apr., p. 133

## H

### HANDICAPPED WORKERS

(See also Veterans—Rehabilitation of)

- Automobile Coverage for Disabled Drivers, May, p. 203

- Handicapped Workers Take Over "Rivet Helm," May, p. 184  
Should Epileptics Be Employed? Oct., p. 386

## HEALTH PROGRAMS

(See also Employee Health)

- Aircraft Workers Get a Lift from Vitamins, Oct., p. 389

## HIRING

(See also Interviewing)

- Filing Test, Mar., p. 80

## I

### INCENTIVES

(See also Bonus Plans, Profit Sharing)

- Company Policies on Time Study Procedures and Wage Incentives, Oct., p. 388  
An Incentive Plan for Foremen, Nov., p. 428  
Incentive Program Gets Worker Cooperation, Mar., p. 94  
Incentives for Clerical and Indirect Workers, Nov., p. 422  
Job Classification as Incentive System, May, p. 185

### INDUCTION PROCEDURES

- Planning for Visual Aids Training, June, p. 219  
Techniques for Training with Visual Aids, Aug., p. 303

### INDUSTRIAL ACCIDENTS

(See Accident Statistics, Safety)

### INDUSTRIAL RELATIONS

(See also Collective Bargaining, Grievance Procedure, etc.)

- Labor Public Relations, June, p. 214  
Letters to Employees Build Better Relations, Dec., p. 481  
Meeting Worker Trouble at the Source, Nov., p. 428  
Postwar Fears of Management and Men, July, p. 243  
Preparing for Postwar Personnel Relations, Apr., p. 136  
Providing Services to Keep People on the Job, May, p. 172  
The Role of the Personnel Consultant, July, p. 256  
Royalties for Unions, Nov., p. 416

### INDUSTRIAL RESEARCH

- The Control of Industrial Research, Dec., p. 471

## **INDUSTRIAL RESTAURANTS**

Meeting Lunch and Between-Meal Problems, July, p. 258  
Pay-As-You-Enter Plan for Faster Food Service, Feb., p. 53

## **INFLATION**

(See also Business Conditions)

Will V-E Day Bring Big Drop in Income? April, p. 120

## **INSPECTION**

Black Light Used to Spot Flaws, Sept., p. 340  
Houdini Technique, June, p. 216  
Introducing Modern Quality Control Techniques, April, p. 140

## **INSURANCE**

(See also Pension Plans)

The Controller's Interest in Insurance Protection, Oct., p. 403  
Coverage for V-Day, Jan., p. 36  
An Employee Retirement Income Plan, July, p. 280  
Governmental Regulation of Insurance, May, p. 199  
Insurance on Office Buildings, Sept., p. 327  
Latest Developments in Pensions, July, p. 275  
Office Burglary and Robbery Insurance, June, p. 217  
Relation of Insurance to Credit, June, p. 233  
Should Multiple-Line Underwriting Powers of Insurance Companies Be Extended? Mar., p. 112  
What's Ahead in Coverages, Nov., p. 452

## **Automobile:**

Automobile Coverage for Disabled Drivers, May, p. 203

## **Aviation:**

Problems in Aviation Insurance, May, p. 202

## **Cooperative:**

Insurance Co-ops, Jan., p. 37

## **Fire:**

Fire Insurance Rating Methods, Oct., p. 406

## **Group:**

Employee Plan Pays Doctor Bills and Hospital Costs, Oct., p. 387  
Group Insurance Survey, Jan., p. 34  
Health Benefits Under Collective Bargaining, Dec., p. 495  
Highlights in the Group Insurance Field, Sept., p. 358

## **Liability:**

Determining Liability for Salesmen's Accidents, Nov., p. 454

## **Life:**

Life Insurance Picture, Jan., p. 35  
Life Insurance Policy Costs, Sept., p. 357

## **Use and Occupancy:**

Sees U. & O. as Standard Cover, Sept., p. 362

## **War Damage:**

WDC Premiums and Losses, Feb., p. 65

## **Workmen's Compensation:**

Developments in Workmen's Compensation, Feb., p. 64  
Extraterritorial Jurisdiction of Workmen's Compensation Laws, June, p. 235  
Injury to Former Employees Held Compensable, Oct., p. 409  
Occupational Disease Liabilities, July, p. 277  
Payroll Records Can Prevent Loss, Sept., p. 360  
State Legislation on Compensation for Second Injuries, Oct., p. 409

## **INSURANCE STATISTICS**

Group Insurance Survey, Jan., p. 34  
Life Insurance Picture, Jan., p. 35

## **INTERVIEWING**

Interviewing the Ex-Serviceman, Feb., p. 55  
Interviewing Techniques, May, p. 169

## **INVENTIONS**

How Enemy Patents Can Aid Postwar Business, Feb., p. 57

## **INVENTORY METHODS**

Inventory Speeded, Dec., p. 491

## **J**

## **JOB ANALYSIS**

Job Classification as Incentive System, May, p. 185  
Setting Office Production Standards, Jan., p. 7

## **JOB EVALUATION**

The Cost of Job Evaluation, Nov., p. 424

## **L**

## **LABOR LEGISLATION**

Governmental Policies and Personnel Management, May, p. 178

**LABOR-MANAGEMENT COOPERATION**  
Canadian Firm Cuts Labor Costs 20 Per Cent, May, p. 198

**LABOR RELATIONS**  
(See Industrial Relations)

**LABOR STATISTICS**  
Regional Aspects of Productivity and Labor Costs, Nov., p. 435

**LABOR SUPPLY**  
(See also Handicapped Workers, Negro Workers, Recruitment, Women Workers, Younger Workers)

Postwar Prospects for Women Workers, Mar., p. 84  
Seven Surprises in Our Economic Picture, Dec., p. 464

**LATIN-AMERICAN RELATIONS**  
Top Management Looks at Latin American Advertising, Feb., p. 58

**LIGHT UTILIZATION**  
Better Office Lighting, June, p. 218  
Planned Color for Plant Savings, Oct., p. 390  
Taking Your Desk Out of Doors, Feb., p. 45

**M**

**MAINTENANCE**  
Good Maintenance Is Practical Today, July, p. 262  
Replacement Parts for Old Machines, Sept., p. 339  
Tool Conservation Is Good Business, April, p. 143

**MANAGEMENT PREROGATIVES**  
Management Revisions of Union Agreements, Nov., p. 425

**MANAGEMENT PRINCIPLES**  
But Who Is to Lead the Leader? Oct., p. 368  
Maxims of Management, June, p. 208  
The Outlook for Management, Mar., p. 72

**MANUALS**  
Style Book for Stenographers, July, p. 251  
Use of Office Manuals, Mar., p. 83

**MARKETING**  
(See also Advertising, Retailing, Sales Management, Foreign Trade, etc.)

Acceptance of Orders for Postwar Delivery, Jan., p. 23  
Back to Distribution Costs, Sept., p. 347  
Changing Emphasis in Selling Plans, Mar., p. 104

Volume XXXIV, 1945

The Distributor's Postwar Functions, May, p. 194  
Is Cash Discount on the Way Out? Aug., p. 312  
Manufacturers Face the Peace, Oct., p. 393  
Organization for Export, Jan., p. 25  
Postwar Distribution Costs, Dec., p. 486  
Preparing for Postwar Sales, Mar., p. 98  
The Russian Market—Or Is it? Feb., p. 42  
Selective Selling Cuts Distribution Costs, June, p. 227

**MARKET RESEARCH**  
Don't Let Your Sales Department Handle Market Research, June, p. 229  
How Can Business Analyze Its Markets? April, p. 146  
Tracing Sales Through Wholesalers and Dealers, Mar., p. 102  
Will That New Product Click? Aug., p. 310

**MATERIALS**  
The Impact of Raw Materials Changes, Jan., p. 21

**MECHANIZATION**  
Mechanized Farming, July, p. 248

**MEDICAL SERVICE**  
Industry Fights VD, Sept., p. 331  
Making Your Retirement Plan Work, Sept., p. 333  
Workers' Club Provides for Quick Transfusions, Sept., p. 337

**MEETINGS**  
Salesman-Management Cooperation, May, p. 192  
Staging Successful Cafeteria Meetings, Nov., p. 431

**MERCHANDISING**  
Trade Shows as an Adjunct to Selling, Nov., p. 440

**METHODS IMPROVEMENT**  
Helps for Handling Orders, July, p. 263  
Maintaining Office Efficiency, Sept., p. 330  
Office Centralization for Greater Efficiency, July, p. 252  
An Office Methods Program, Oct., p. 377  
A Streamlined Billing Procedure, Oct., p. 375

**MORALE**  
(See also Incentives)  
Morale Booster, Aug., p. 301  
Personal Mailroom Boosts Worker Morale, April, p. 158  
Planning for Visual Aids Training, June, p. 219  
Postwar Fears of Management and Men, July, p. 242



Providing Services to Keep People on the Job, May, p. 172  
 Recreation for Workers in Small Plants, May, p. 174  
 Solving Racial Problems in Your Plant, May, p. 176  
 Techniques for Training with Visual Aids, Aug., p. 303  
 Too Lenient or Too Severe? Feb., p. 46  
 Traveling Show of Postwar Products, Oct., p. 398

#### **MULTIPLE TENANCY**

"Apartment Houses" for Industry in Government Plants, Feb., p. 40

### **N**

#### **NATIONAL DEBT**

(See Government Debt)

#### **NATIONAL WAR LABOR BOARD**

Seniority Before the WLB, Feb., p. 48

#### **NEGRO WORKERS**

Solving Racial Problems in Your Plant, May, p. 176

### **O**

#### **OCCUPATIONAL HAZARDS**

Occupational Disease Liabilities, July, p. 277

#### **OFFICE ECONOMY**

Case Histories in Office Savings, Jan., p. 9  
 Combines Purchase Order and Check, Dec., p. 476  
 Practical Office Short Cuts, Dec., p. 476  
 Where Office Costs Can Be Cut, May, p. 164

#### **OFFICE EFFICIENCY**

Office Centralization for Greater Efficiency, July, p. 252  
 An Office Methods Program, Oct., p. 377  
 Maintaining Office Efficiency, Sept., p. 330  
 Style Book for Stenographers, July, p. 251

#### **OFFICE EQUIPMENT**

Standards for Office Equipment, Dec., p. 474  
 Trade-in Policies on Office Machinery, Sept., p. 326

#### **OFFICE MANAGEMENT**

(See also Accounting, Filing, Forms, Induction Procedures, Waste Control, etc.)

Company Telephone Policy, April, p. 129  
 Eliminating Monthly Statements, Aug., p. 302

Facsimile's Future, July, p. 255  
 Fire Protection for the Plant Office, Aug., p. 316  
 Incentives for Clerical and Indirect Workers, Nov., p. 422  
 Office Burglary and Robbery Insurance, June, p. 217  
 A Plan for Written Procedures, Mar., p. 81  
 Reports to Office Employees, Nov., p. 424  
 Saving the Typist's Time, May, p. 166  
 Setting Office Production Standards, Jan., p. 7  
 A Streamlined Billing Procedure, Oct., p. 375  
 Taking Your Desk Out of Doors, Feb., p. 45  
 Too Lenient or Too Severe? Feb., p. 46  
 Transferring of Records, April, p. 127

#### **OFFICE PLANNING**

Better Office Lighting, June, p. 218  
 How Good Is Your Office Layout? Sept., p. 330  
 Layout Standards for Modern Offices, Aug., p. 299  
 Readjustment of Office Layout, April, p. 129

#### **OFFICE RESEARCH**

Improving Your Office Methods, July, p. 249

#### **ORGANIZATION PLANNING**

Organization for Export, Jan., p. 25  
 Techniques of Executive Planning, April, p. 153  
 Three Men to Rotate as Company President, May, p. 163

#### **OVERTIME**

"Solving the Time-Clock Card Problem": A Correction, Jan., p. 15

### **P**

#### **PACKAGING**

The Coning Battle of the Packages, Feb., p. 60  
 Glass vs. Tin Containers, July, p. 269  
 The Value of Color in Packaging, Sept., p. 350

#### **PACKING**

Helps for Handling Orders, July, p. 263  
 New Shipping Box, Oct., p. 398

#### **PATENTS**

Company Policy on Employee Patents, Dec., p. 479  
 How Enemy Patents Can Aid Postwar Business, Feb., p. 57

#### **PAYROLL RECORDS**

Payroll Records Can Prevent Loss, Sept., p. 360



## PAYROLLS

Pay Check Service Provided for Workers, Oct., p. 379

## PENSION PLANS

14 Points in Pension Plans, Jan., p. 29  
Latest Developments in Pensions, July, p. 275  
Pension and Profit-Sharing Plans Under the Internal Revenue Code, Nov., p. 449  
Profit-Sharing, Savings and Retirement Plan, Nov., p. 446

## PERSONNEL MANAGEMENT

(See also Employee Benefits, Employee Services, Testing, Training, etc.)

Controls Against the Dishonest Employee, July, p. 273  
Governmental Policies and Personnel Management, May, p. 178  
Meeting Worker Trouble at the Source, Nov., p. 428  
Personnel Administration Looks Ahead, April, p. 130  
Postwar Fears of Management and Men, July, p. 243  
Postwar Personnel Policies: A Check List, Jan., p. 16  
Preparing for Postwar Personnel Relations, April, p. 136  
Resistance to Shop Changes, Dec., p. 477  
The Role of the Personnel Consultant, July, p. 256  
Staging Successful Cafeteria Meetings, Nov., p. 431

## PLANT EQUIPMENT

Replacement Parts for Old Machines, Sept., p. 339  
Shop Men Give Their Ideas on Improving Machine Tools, Mar., p. 96  
Surplus Government Tools—Blessing or Bane? Aug., p. 307

## PLANT EXPANSION

Wartime Construction and Plant Expansion, Jan., p. 20

## PLANT LAYOUT

Factories of the Future, June, p. 225

## PLANT MANAGEMENT

(See also Production Control, Waste Control, etc.)

"Apartment Houses" for Industry in Government Plants, Feb., p. 40  
Cutting Plant Housekeeping Costs, Sept., p. 338  
Factories of the Future, June, p. 225  
Incentive Program Gets Worker Cooperation, Mar., p. 94  
Industrial Real Estate Management, Dec., p. 470

Is Your Plant in the Wrong Place? July, p. 240  
Planned Color for Plant Savings, Oct., p. 390  
Recreation for Workers in Small Plants, May, p. 174

## PLANT PROTECTION

Fire Protection for the Plant Office, Aug., p. 316

## POSTWAR PLANNING

(See also Contract Termination, Inflation, Market Research, Reconversion, Veterans—Reemployment of, Veterans—Rehabilitation of, etc.)

Acceptance of Orders for Postwar Delivery, Jan., p. 23  
An Economic Basis for Postwar Planning, Mar., p. 74  
Financing Postwar Production, July, p. 270  
The Impact of Raw Material Changes, Jan., p. 21  
Industry's Peacetime Plans, Sept., p. 322  
Labor Studies Postwar Problems, Aug., p. 306  
Manufacturers Face the Peace, Oct., p. 393  
Need We Repeat 1920's Spree? Jan., p. 2  
Personnel Administration Looks Ahead, April, p. 130  
Postwar Personnel Policies: A Check List, Jan., p. 16  
Preparing for Postwar Personnel Relations, April, p. 136  
Preparing for Postwar Sales, Mar., p. 98  
Traveling Show of Postwar Products, Oct., p. 398  
Unstreamlining the Sales Manager for the Postwar Period, Nov., p. 442  
What Road Is Forward in Social Security? Aug., p. 294

## PRICE POLICIES

Reconversion Pricing of Manufactured Goods, Oct., p. 395

## PRODUCT DEVELOPMENT

Check List for New Products, Feb., p. 59

## PRODUCTION

(See also Plant Layout, Materials, Plant Equipment, Plant Management, Maintenance, etc.)

An Incentive Plan for Foremen, Nov., p. 429  
Is Diversification a Postwar Panacea? Jan., p. 28  
Regional Aspects of Productivity and Labor Costs, Nov., p. 435  
Reserved-Time Planning for Production, Sept., p. 341  
Rubber Sponge Speeds Assembly, Nov., p. 439  
Standardized Workplaces, May, p. 181

## **PRODUCTION CONTROL**

Job Classification as Incentive System, May, p. 185

## **PRODUCTIVITY**

Incentive Program Gets Worker Cooperation, Mar., p. 94  
Look Out for Time-Inflation! April, p. 125  
Productivity "Per Man-Hour," Dec., p. 483

## **PROFIT SHARING**

Co-op Progress, Jan., p. 27  
A "Five-Year" Profit-Sharing Plan, Oct., p. 382  
Pension and Profit-Sharing Plans Under the Internal Revenue Code, Nov., p. 449

## **PROPERTY MANAGEMENT**

Industrial Real Estate Management, Dec., p. 470

## **PUBLIC OPINION**

Consumer Attitudes Toward Current Advertising, Feb., p. 70  
Home Front Prosperity, Feb., p. 44  
Labor Public Relations, June, p. 214  
A Realistic Approach to Public Relations, Jan., p. 5

## **PUBLIC RELATIONS**

How to Hold a Press Conference, Dec., p. 467  
Improving Stockholder Relations, Mar., p. 77  
Industry's Mouthpiece, Mar., p. 109  
Industry's Public Relations Job, July, p. 245  
Labor Public Relations, June, p. 214  
Organizing the Publicity Department, June, p. 211  
A Realistic Approach to Public Relations, Jan., p. 5  
The Salesman Is Welcome, Mar., p. 105

## **PURCHASING**

Combines Purchase Order and Check, Dec., p. 476

## **PURCHASING POWER**

Will V-E Day Bring Big Drop in Income? Apr., p. 120

## **Q**

## **QUALITY CONTROL**

Introducing Modern Quality Control Techniques, April, p. 140  
Measuring Drafting Output, Jan., p. 18

## **R**

## **RATE SETTING**

Measuring Drafting Output, Jan., p. 18

## **RAW MATERIALS**

The Impact of Raw Material Changes, Jan., p. 21

## **RECONVERSION**

Finding Postwar Jobs for War Workers, Oct., p. 384  
Need We Repeat 1920's Spree? Jan., p. 2  
Postwar Fears of Management and Men, July, p. 242  
Postwar Personnel Policies: A Check List, Jan., p. 16  
Reconversion Pricing of Manufactured Goods, Oct., p. 395  
Reconversion Time Is Cost-Cutting Time, April, p. 122  
Seven Surprises in Our Economic Picture, Dec., p. 464  
Surplus Materials Listed in New Publication, Jan., p. 20

## **RECORDS**

(See Filing, Payroll Records)

## **RECREATION**

Recreation for Workers in Small Plants, May, p. 174

## **RECRUITMENT**

(See also Labor Supply)

Winning Back the Salesman in Service, Jan., p. 27

## **RENEGOTIATION**

Intangible Factors Affecting Renegotiation, April, p. 150

## **REPORTS**

(See also Financial Statements, Stockholder Reports)

Reports to Office Employees, Nov., p. 424  
Industry's Mouthpiece, Mar., p. 109

## **RESEARCH**

(See Industrial Research, Market Research, Office Research)

## **RETAILING**

Inventory Speeded, Dec., p. 491

## **RETIREMENT PLANS**

(See also Pension Plans)

An Employee Retirement Income Plan, July, p. 280  
Making Your Retirement Plan Work, Sept., p. 333

## **RUSSIA**

Doing Business with Russia, Dec., p. 489  
The Russian Market—Or Is It? Feb., p. 42

*The Management Review*

**SAFETY**

An Effective Safety Campaign, May, p. 187  
 Planned Color for Plant Savings, Oct., p. 390

**SALARIES**

(See Executive Compensation, Salesmen's Compensation, Supervisory Compensation)

**SALES MANAGEMENT**

(See also Marketing, Testing-Sales, Training-Sales, etc.)

Changing Emphasis in Selling Plans, Mar., p. 104  
 Determining Liability for Salesmen's Accidents, Nov., p. 454  
 96 Ways to Stimulate Sales, April, p. 149  
 The Outlook for Sales Training, Mar., p. 106  
 Preparing for Postwar Sales, Mar., p. 98  
 Relation of Executive Compensation to Sales, Feb., p. 70  
 Sales Agents and Their Job Rights, Sept., p. 349  
 Salesman-Management Cooperation, May, p. 192  
 Salesmen's Reports—New Style, Aug., p. 312  
 Tracing Sales Through Wholesalers and Dealers, Mar., p. 102  
 Trade Shows as an Adjunct to Selling, Nov., p. 440  
 Unstreamlining the Sales Manager for the Postwar Period, Nov., p. 442

**SALESMAN SELECTION**

Picking Better Salesmen, Mar., p. 100

**SALESMEN'S ALLOWANCES**

Should We Pay the Expenses of Sales Trainees? May, p. 189

**SALESMEN'S COMPENSATION**

Sales Compensation Plan Equalizes Territory Variations, May, p. 191  
 Selecting Your Sales Compensation Plan, July, p. 267  
 What's Ahead in Paying Salesmen? Nov., p. 443

**SALES PROMOTION**

Merchandising Via the Reception Room, Mar., p. 105  
 96 Ways to Stimulate Sales, April, p. 149

**SALES STATISTICS**

Titans of Industry, May, p. 163

**SALVAGE**

Salvage Program Saves Money and Materials, Nov., p. 437

**SELECTION PROCEDURES**

Filing Test, Mar., p. 80  
 Industry's Use of Sales Aptitude Tests, Sept., p. 345  
 Interviewing the Ex-Serviceman, Feb., p. 55  
 Picking Better Salesmen, Mar., p. 100

**SENIORITY**

Seniority Before the WLB, Feb., p. 48  
 Veterans' Super-Seniority, Feb., p. 50

**SHIPPING**

(See Packing)

**SICK LEAVE**

Sick-Leave Provisions, April, p. 139  
 Sick-Leave Provisions in Union Agreements, June, p. 224

**SIMPLIFICATION AND STANDARDIZATION**

Forms Control Program Pays, May, p. 167  
 Standards for Office Equipment, Dec., p. 474

**SOCIAL SECURITY**

Developments in the Social Security Program, Mar., p. 78  
 Federal Social Security in 1944, July, p. 248  
 Social Security Extension, April, p. 155  
 What Road Is Forward in Social Security? Aug., p. 294

**SOCIAL LEGISLATION**

(See Social Security, Workmen's Compensation)

**STANDARDIZATION**

(See Simplification and Standardization)

**STANDARD OF LIVING**

Competitive Enterprise vs. Planned Economy, May, p. 160

**STOCKHOLDER REPORTS**

Consider the Reader of Your Annual Report! Oct., p. 399  
 Industry's Mouthpiece, Mar., p. 109  
 New Era in Stockholder Relations, Oct., p. 371  
 Present-Day Factors in the Annual Report, Aug., p. 313  
 What Investors Want in Annual Reports, Dec., p. 491

**STOCKHOLDERS**

Analysis of 1944 Stock Ownership, Sept., p. 357  
 Foremen-Stockholder Meetings, Dec., p. 494  
 Improving Stockholder Relations, Mar., p. 77  
 Some Aspects of Corporate Management, Aug., p. 290

**STRIKES**

(See also Collective Bargaining)

Strikes and Lockouts in 1944, June, p. 227

Strikes in Britain and America in 1944,  
April, p. 138

### **SUBCONTRACTING**

(See also Contract Termination, Production)

The Future of Subcontracting, Oct., p. 373

### **SUGGESTION SYSTEMS**

Company Policy on Employee Patents, Dec.,  
p. 479

Houdini Technique, June, p. 216

More Suggestion-Box Ideas, May, p. 184

Wings for Suggestions, Jan., p. 22

### **SUPERVISORS**

Keeping Supervisors Informed About Their  
Responsibilities, Mar., p. 87

Time Study and the Foreman, Feb., p. 51

### **SUPERVISORY COMPENSATION**

An Incentive Plan for Foremen, Nov., p. 429

### **SUPERVISORY TRAINING**

(See Training)

### **SURPLUS PROPERTY**

Sell It Now, June, p. 213

Surplus Government Tools—Blessing or  
Bane? Aug., p. 307

Surplus Materials Listed in New Publica-  
tion, Jan., p. 20

Surplus Salesmen, Aug., p. 309

## **T**

### **TARDINESS**

Policies on Tardiness, June, p. 218

### **TAXES**

Pension and Profit-Sharing Plans Under the  
Internal Revenue Code, Nov., p. 449

What's Wrong with Tax Administration?  
Sept., p. 357

### **TECHNOLOGICAL CHANGES**

Resistance to Shop Changes, Dec., p. 477

### **TELEPHONE POLICY**

Company Telephone Policy, April, p. 129

### **TESTING**

Clerical:

Filing Test, Mar., p. 80

### **Sales:**

Industry's Use of Sales Aptitude Tests,  
Sept., p. 345

### **TIMEKEEPING**

"Solving the Time-Clock Card Problem":  
A Correction, Jan., p. 15

### **TIME STUDY**

Company Policies on Time Study Proce-  
dures and Wage Incentives, Oct., p. 388

The Foreman and Time Study, April, p. 144

Time Study and the Foreman, Feb., p. 51

### **TOOL CONSERVATION**

Tool Conservation Is Good Business, April,  
p. 143

### **TOOL DESIGN**

Shop Men Give Their Ideas on Improving  
Machine Tools, Mar., p. 96

### **TRAINING**

Planning for Visual Aids Training, June,  
p. 219

The Potency of Pictures, July, p. 261

Techniques for Training with Visual Aids,  
Aug., p. 303

### **Sales:**

15 Tips for Postwar Salesmen, Nov., p. 444

The Outlook for Sales Training, Mar., p.  
106

Sales Training—A Continuous Process,  
July, p. 265

### **Supervisory:**

Improving Supervisors' Knowledge of the  
Work, Mar., p. 91

Keeping Supervisors Informed About Their  
Responsibilities, Mar., p. 87

Studying Veterans' Problems, June, p. 221

### **TRANSFER POLICIES**

Downgrading Agreement in Aircraft Indus-  
try, Sept., p. 334

### **TURNOVER**

Boomerang, Feb., p. 69

## **U**

### **UNEMPLOYMENT**

(See Postwar Planning)

*The Management Review*

## UNION CONTRACTS

(See also Collective Bargaining, Seniority, etc.)

Arbitration Provisions in Union Agreements, Jan., p. 13  
Employment and Wage Guarantees in Union Agreements, April, p. 133  
Equal-Pay Principle in Union Contracts, Aug., p. 306  
Health Benefits Under Collective Bargaining, Dec., p. 495  
Management Revisions of Union Agreements, Nov., p. 425  
Severance Pay in Union Agreements, Feb., p. 47  
Sick-Leave Provisions, April, p. 139  
Sick-Leave Provisions in Union Agreements, June, p. 224  
Standards of Living in Wage Negotiations, Sept., p. 335

## UNIONS

(See also Collective Bargaining, etc.)

Royalties for Unions, Nov., p. 416

## UNION STATUS

Extent of Collective Bargaining and Union Status, May, p. 171

## V

### VACATION POLICIES

Trends in Vacation Policies, June, p. 222  
Vacation Policy in Selected Industries, Mar., p. 89

### V-DAY

Coverage for V-Day, Jan., p. 36  
Property Protection on V-Day, Jan., p. 35  
V-Day Closing in Offices, Jan., p. 12

## VETERANS

Bonus for Veterans, June, p. 238  
IBM's Benefits to Veterans, July, p. 261

### VETERANS, REEMPLOYMENT OF

Interviewing the Ex-Serviceman, Feb., p. 55  
Job-Hunting GI's, Nov., p. 434  
Postwar Personnel Policies: A Check List, Jan., p. 16  
Sales Agents and Their Job Rights, Sept., p. 349  
Veterans' Super-Seniority, Feb., p. 50

### VETERANS, REHABILITATION OF

New Devices Permit Disabled Vets to Drive Automobiles, Nov., p. 451  
Studying Veterans' Problems, June, p. 221

Volume XXXIV, 1945

## W

### WAGE AND SALARY DETERMINATION

(See also Job Evaluation, Salaries)

Salaries in Purchasing and Traffic Departments, July, p. 260

### WAGE PAYMENT POLICIES

Employment and Wage Guarantees in Union Agreements, April, p. 133  
Equal-Pay Principle in Union Contracts, Aug., p. 306  
Incentives for Clerical and Indirect Workers, Nov., p. 422

### WAGE STATISTICS

(See also Salaries)

Union Wages and Hours of Motor Truck Drivers, July 1, 1944, Feb., p. 54  
Wages in Department and Clothing Stores, Jan., p. 17

### WAR CONTRACTS

(See Contract Termination, Renegotiation, Subcontracting)

### WAR LABOR BOARD

(See National War Labor Board)

### WAR PRODUCTION

(See Production)

### WASTE CONTROL

(See also Office Economy)

Novel Waste Paper Drive, Feb., p. 54  
Salvage Program Saves Money and Materials, Nov., p. 437

### WEATHER

Industry Does Something About the Weather, Feb., p. 54

### WOMEN WORKERS

Equal-Pay Principle in Union Contracts, Aug., p. 306  
Postwar Prospects for Women Workers, Mar., p. 84  
Women at Work, Oct., p. 380

### WORKING CONDITIONS

Germ-Killing Lamps Cut Absenteeism, May, p. 173  
Standardized Workplaces, May, p. 181

### WORKMEN'S COMPENSATION

(See Insurance)

#### WORK PLANNING

Look Out for Time-Inflation! April, p. 125

#### WORK SIMPLIFICATION

(See also Methods Improvement, Time Saving,  
Time Study)

Case Histories in Office Savings, Jan., p. 9

Y

#### YOUNGER WORKERS

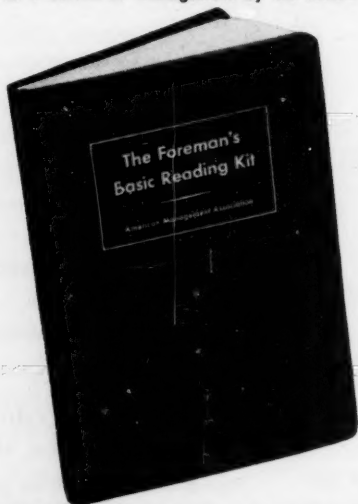
Teen-Age Youth in the Wartime Labor  
Force, Mar., p. 92

Trend of Child Labor: 1940-44, May, p. 173

## *Management Training for Foremen in* **The Foreman's Basic Reading Kit**

Published as a service to management by the American Management Association.

5th printing  
208 pp.  
Wire-bound



#### DISCOUNT SCHEDULE

1-2 copies	...\$3.00 per copy
3-10 copies	...\$2.75 per copy
11-50 copies	...\$2.50 per copy
Over 50 copies	...\$2.25 per copy

AMERICAN MANAGEMENT ASSOCIATION, 330 WEST 42 ST., NEW YORK 18, N. Y.

*The Management Review*

n

E

py

py

py

py

Y.